

---

## Annex E: Personnel

### Introduction

As America's land force, the Army's delivery platform is "boots on the ground." Only Soldiers can occupy territory, as is often required to avert war or to enforce peace terms after hostilities cease. The essence of the Army's capabilities is not planes, ships, or weapon systems, but its personnel. Therefore, having the right quality and quantity of personnel (whether military, civilian, or contractor) is vital to continued Army readiness and modernization. Moreover, the Army needs modern, web-enabled tools to manage the force in a way that is responsive to today's environment.

While winning the war against terrorism is the current focus, the Secretary of the Army and Chief of Staff have emphasized that an equal priority is to position the Army to win the next war by entirely transforming from a Cold War orientation. The Army personnel community has focused on seven specific areas to support Army Transformation: (1) The Personnel Transformation initiative, introduced in August 2000, will streamline and webify personnel business processes across all Army components; (2) Civilian Personnel Management initiatives will improve management support for civilians and overcome workforce shortfalls anticipated over the next 10 years due to retirements; (3) Manning objectives will shape and train the force for transformation to the Objective Force; (4) Scientific studies that address selection, classification, recruiting, and retention of Soldiers; (5) MANPRINT, which analyzes man-

machine interface, will ensure the Army does not procure weapons and equipment that exceeds the Army's ability to provide operators of sufficient quality and quantity; (6) The Army Development System will completely overhaul the Officer, Warrant Officer, Enlisted and Civilian management systems; (7) Army Well-Being initiatives will help balance the work life of Soldiers, civilians, and their families to improve morale, readiness and retention. To fulfill these responsibilities, the personnel community will not only exploit advanced technologies, but will also adjust its structure and programs as needed. Army's personnel footprint and sustainment requirements will be reduced where possible through split basing of re-capitalized personnel structure and greater use of technology to provide reach-back capability.

### Personnel Transformation

One objective of Personnel Transformation is to create a full spectrum personnel support system that meets the demands and expectations of the Army's Objective Force. This full spectrum personnel support system will be knowledge based, sophisticated but simple-to-use, real time, 24/7 accessible, and responsive to the commander and Soldier. The Army personnel community has made exciting progress and continues to seize opportunities to achieve Personnel Transformation objectives. For example, the Army is in the forefront of the Defense Department's effort to develop the Congressionally-mandated Defense Integrated Military

---

Human Resources System (DIMHRS). DIMHRS will provide an unclassified single, integrated military personnel and pay management system for all Department of Defense (DoD) military personnel during peace, war, and mobilization/demobilization. In an effort to fuse this DoD endeavor with its ongoing personnel transformation initiatives, the Army has volunteered to be the first Service to field DIMHRS. The projected initial operating capability of DIMHRS for the Army is FY 2004. DIMHRS is a great fit, as it helps to meet many Army personnel transformation objectives. In the meantime, the personnel community, leveraging available technology, continues to implement improvements to enhance capability, prepare customers for change, and position the personnel systems for transition to DIMHRS. The Army has made significant progress during the past year through a number of key initiatives. Much of this progress has been achieved without external funding, but in most cases can only continue with additional resources.

Army Personnel Transformation initiatives are partnered with the Army Knowledge Management (AKM) initiative. AKM is a comprehensive strategy developed by the Army Chief Information Officer to cover both the Active and Reserve Components. It will manage the information technology infrastructure as an enterprise, in line with the Global Information Grid (GIG), with a view toward reducing the footprint and creating ubiquitous access. Access to personnel systems and services will be through Army Knowledge Online (AKO) as the enterprise portal. Army Knowledge Management is a strategic transformer for the Army and is a key component of

Army Transformation and Personnel Transformation. The following initiatives support both Personnel Transformation and AKM goals:

### **Integrated Total Army Personnel Data Base (ITAPDB)**

Building an Army-wide corporate personnel database is key to Personnel Transformation. In response to partial mobilization and recent world events, the ITAPDB program office is focusing its near term efforts on providing a read only, single integrated and authoritative source for Army personnel information on Active Army, Army National Guard, and Army Reserve personnel. In this initial form, ITAPDB will not be a transactional database as originally planned, but will draw data from legacy systems and applications. Although the database will not be real time, it will be refreshed on a schedule necessary to meet operational mission requirements. The ultimate accuracy of the data will be dependent on data feeds from our existing major personnel systems. This database will apply business rules to eliminate redundancy and improve accountability and visibility, in keeping with the "single authoritative record concept." This database will be made accessible to users through the use of commercially acquired software products that operate in a web-based environment. This database is scheduled to be delivered by the end of the 4<sup>th</sup> Quarter FY 2002.

---

## **Army Human Resource Systems of Systems Architecture Database (SOSA)**

SOSA provides an accountability of personnel systems, applications, extracts, and databases maintained within the Army personnel community. It is the single centralized personnel management information tool that tracks detailed information on the inventory of Army personnel systems and their interfaces. This tool is used to focus the individual personnel system transformations toward a network centric organization in support of Personnel Transformation and Army Transformation. All personnel systems are required to register in the SOSA to obtain HQDA funding. It is a living document that portrays a current view of the DCSPER's "as is" personnel information systems architecture. It contains vital system information such as personnel systems description; functional proponents' administrative information (name, address, telephone number etc.); listing of system interfaces; Human Resource (HR) Management Model; HR Activity Hierarchy Diagram; "as is" Information Architecture Diagram; and other important functional and system information. This repository of information is accessible via the internet (<http://www.armyhr.hoffman.army.mil>) with a preapproved passwords.

## **Strength Management System Redesign (SMSR)**

SMSR, already underway, will design and build a new Army strength analysis and forecasting system for the ODCSPER and all its stakeholders. The current strength management models consist of

four loosely integrated models, which incorporate 1970 and 80's based technology. This multi-year effort will incrementally deliver a series of integrated, redesigned models to replace the current suite. The new models (collectively known as the A2SF) will use the latest algorithms, processors, databases, and telecommunications to form a state-of-the-art strength management and forecasting system. This system will increase flexibility in modeling manpower policies and programs; simplify operator efforts and provide greater accessibility through web-based technology; project strength levels within a half percent two years out; provide 50 percent faster personnel program development time; reduce legacy system Operation and Maintenance costs by a half million dollars per year; validate, cleanse, and process personnel data from the ITAPDB; and update forecasting methodologies and mathematical models.

## **Official Military Personnel File (OMPF) On-Line**

On 15 November 2001, for the first time in Army History, active duty Soldiers were able to view their OMPF directly without the intervention or need of personnel staff. This Soldier empowerment tool was made possible through a knowledge-based web application created by the personnel community called OMPF On-Line. Tested successfully at Fort Lewis and in Korea, access to OMPF was given to all active duty Sergeants First Class in the zone for promotion to Master Sergeant in the February 2002 Promotion Board. Using OMPF On-Line, Soldiers in the zone could, at anytime day or night,

---

view and verify their evaluation reports, commendations and awards, training and education, and administrative data in a read-only mode through the Army Knowledge Online (AKO) portal. This capability will be incrementally phased in to the remainder of the NCO Corps, Officer Corps and Reserve Components by July 2002. Internal funding was reallocated from legacy systems to resource this personnel system breakthrough. Long-term possibilities are significant, to include Soldiers being able to not only view but also update their personnel data at battalion level, thus reducing a significant portion of the personnel service support footprint.

## **Field-to-File**

The companion to OMPF On-Line that will further enhance personnel service support while reducing footprint is a prototype called "Field to File." Again, at the battalion level, bypassing layers of previously needed personnel staff, Soldiers will be able to directly update their OMPF. Imagine the quality of customer service available when Soldiers can review their OMPF from a laptop in Bosnia on Monday, provide their personnel administrator copies of missing documents to transmit electronically for filing in their OMPF, and verify that the documents were correctly filed in the OMPF on Tuesday. The first phase of this prototype development involves using digital senders to transmit official documents from Soldiers directly to their OMPF at the Enlisted Records and Evaluation Center (EREC). This prototype will not only reduce personnel support but also save time and postal costs. Through resources made available from the logistics community, this

prototype has been successfully tested at Fort Lewis and in Korea. Funding is critical to the progress of the program's second phase, which includes the capability of sending documents without the need of digital hardware. Again, the long-term implications are staggering in terms of reduced personnel staff requirements, but even more significant in data accuracy and responsiveness for both Active and Reserve Components.

## **My2Xcitizen**

During FY 2001, the Army Reserve Personnel Command (AR-PERSCOM) launched a new website, <http://www.2xCitizen.usar.army.mil>, that allows continuous expansion of information and Soldier services to members of the Army Reserve. The most recent improvement to the website is a self-service portal that provides Army Reserve Soldiers with comprehensive access to view, download, and, in some cases, update their critical personal data. The new portal, 'My2xCitizen', provides the Soldier with an integrated secure Army knowledge Online (AKO) login; a view of his or her Official Military Personnel File (OMPF); various retention and readiness information to include status of their security clearance, physical, expiration term of service (ETS) and other important dates; view only access to retirement points records and other retirement information; and alerts that flag key expiration dates pertaining to their career. In addition, the Soldier can update contact information, volunteer for current operations, and customize windows and components for personal use and preferences. Planned future enhancements include upgraded integration with AKO; the incorporation of

---

"field-to-file" efforts currently ongoing at the Enlisted Records and Evaluation Center (EREC); a promotion consideration information module; and the addition of a Mandatory Removal Date (MRD) calculator. The new portal represents one of many initiatives AR-PERSCOM has taken to provide Soldiers with tools to better manage their careers.

## **Super Server**

The Total Army Personnel Command (PERSCOM) is in the process of fielding a web interface interim solution to enhance the accuracy, timeliness, and synchronization of Active Army personnel data. The Super Server project provides a browser interface for the Active Army's current field level personnel accounting and strength reporting system, Standard Installation Division Personnel System – 3 (SIDPERS-3). It also reduces the current number of SIDPERS-3 servers from 3,600 to 45. By eliminating intermediate servers and internal transaction processing, Super Server will stabilize and improve data synchronization, reduce errors, and improve accuracy. Units involved in the testing of this initiative enthusiastically welcome its improvements. Fielding is in progress and completion is anticipated by late January 2002.

## **SIDPERS-3 Migration**

Pending funding, the Army plans to substantially migrate the Active Army out of SIDPERS-3 by FY 2003. The migration is intended to serve several purposes: to enhance the field's ability to do strength accounting via a web application; to simplify and eliminate redundant business

processes; to prepare the field for revolutionary change anticipated with DIHMRS; and to mitigate any risk of delay in the scheduled fielding of DIMHRS. The first step in this strategy was to trim existing SIDPERS-3 functionality, turning instead to functionality already performed more successfully by other legacy system platforms and by deleting unneeded SIDPERS processes. In November 2001 approximately 50 percent of the SIDPERS-3 functionality was turned off or transferred to another system.

## **Army Selection Board Process**

The Army Selection Board System (ASBS) is the Army's solution for HQDA centralized selection boards that will provide electronic access to personnel records, official photographs, and automated management of board processes. The existing board support systems will be responsible for determining eligible candidates and managing board results. The ASBS will fulfill the centralized board function by constructing electronic board files, validating the contents of the electronic files, and presenting the files to voters for scoring. An interface between the existing board support systems and the ASBS will be necessary to electronically pass candidates files back and forth. ASBS will be developed, tested, and fully deployed in a phased approach at DA PERSCOM for the Active Army, AR-PERSCOM for the Army Reserves and the NGB for the National Guard.

---

## **Army University Access Online (AUAO)/eArmyU**

This award winning online program expands opportunities for Soldiers to attend college while serving on active duty. It offers Soldiers the opportunity to earn degrees anytime, anywhere at no personal cost, by covering tuition, books and fees, plus providing a laptop computer, printer and internet service account. Initially fielded at Fort Campbell, Fort Hood, and Fort Benning in January 2001, eArmyU now serves over 10,000 Soldiers. The e-learning portal provides single web-site access to degree programs at 23 different academic institutions with course delivery, library use, tutoring, and administrative services. Continued fielding, contingent on funding, is planned for eight additional installations in 2002 with Army-wide fielding envisioned in 2003. For all practical purposes, eArmyU is fielded worldwide, since original participants have already transferred to other assignments worldwide. For years the Army has offered a robust education program to Soldiers. Now eArmyU expands education availability to those Soldiers who, for whatever reason, have not been able to enroll in traditional, scheduled classroom programs. Through eArmyU, Soldiers have an on-line capability to earn a degree without regard to duty hours, deployment schedule, or family issues.

## **Assignment Satisfaction Key (ASK)**

The Assignment Satisfaction Key (ASK) is a new web application that provides Active Component Soldiers, for the first

time, the capability to post assignment preference information directly to the Total Army Personnel Database (TAPDB). ASK was initially fielded in October 2001 and is available through PERSCOM's Website at <http://www.perscom.army.mil>. Soldiers gain access through their Army Knowledge Online account password. The implementation of ASK culminates a five-year project to improve communications between enlisted managers and Soldiers. Information pamphlets on ASK will be sent to installations for dissemination to Active Army Soldiers.

## **Personnel Transformation Challenges**

The Army's has over one million military personnel geographically dispersed across seven continents. Soldiers are continually moving both geographically and between components of the Army, entering and exiting the Army, and requiring frequent personnel services. Modern technology has facilitated the Army becoming operationally mobile, geographically dispersed, and fast moving. But the evolution of Army personnel systems has not kept pace with web-based personnel technology. As a result, the Army currently relies on five separate databases and over a thousand different systems to manage the force. These databases and systems use different data standards and protocols, making modernization and integration difficult and expensive. Integration of the five databases into one, coherent, interactive system is critical. Such an integrated personnel database will allow accurate tracking of Soldiers from

---

mobilization to the battlefield and back, managing sensitive casualty information in a media rich environment, and measuring the operations tempo of the individual.

Objective Force Soldiers will train for a more complex warfight. As a result, there will be an ever-increasing need for higher quality recruits. The Army will be in sustained competition with industry for identifying and recruiting quality people with an aptitude for high-tech skills. After initial training high-tech skills, these Soldiers must sustain current skills and develop new skills needed to stay current with rapidly changing technology. As these highly skilled Soldiers reach decision points on whether to continue their careers in the Army, competition will remain keen from the civilian job market, where opportunities abound for their qualifications.

Increased security concerns provide additional challenges in providing readily accessible information to leaders, while protecting the privacy of the individuals served by the personnel community. Security concerns put multiple demands on our human resources assets, draining our units, leaders and Soldiers of valuable time and energy once applied to other areas of mission accomplishment. Recent added demands of Homeland Defense further stress the Army's ability to fund efforts like quality of life programs for Soldiers and their families, as well as personnel research and development and personnel systems improvements for Personnel Transformation.

The Army personnel community continues to improve data quality, reduce redundant manual input of common data elements,

and eliminate manpower intensive manual analysis of information. These improvements will be complemented by efficiencies realized from business process redesign, leveraging web technology, building an Army-wide personnel database, conducting data cleansing, and preparing for a multi-component, DoD pay and personnel systems. All these efforts are designed to improve strategic responsiveness, enable Army Transformation, enhance personnel services reach-back, thus reducing personnel staff on the battlefield.

## Civilian Personnel

High quality, diverse, well-trained civilians are a vital link to Army readiness and sustainability. The civilian component of the Army's Objective Force must be a solid corps of experienced people who are multi-functional, multi-skilled, adaptable, and ready to provide both base operations and increased direct mission support worldwide. Yet, forecasting model shows that of the Army's current 223,000 civilians, 30 percent will be eligible to retire in 2003. The most dramatic impact will hit critical leader positions, as 67 percent of GS-13s, 83 percent of GS-14s, and 92 percent of GS-15s become retirement eligible. By 2010, 62 percent of today's Army civilians will be eligible to retire, and leader losses will exponentially increase as 91 percent of GS-13s, 98 percent of GS-14s and 99 percent of GS-15s become eligible to retire. Additionally, 3100 critical positions in grades GS-9 through GS-15 must be externally filled during the next five years because resource constraints over the last nine years prohibited filling of intern positions. These 3100 positions involve mission

---

essential areas of information technology, research and development, and other specialty fields to support tomorrow's Soldier. To deal with these civilian workforce demographics and other Army Transformation factors, Army Civilian Personnel is undergoing its own transformation. Some transformation initiatives are described below:

### **Civilian Personnel Management System (CPMS) XXI**

Civilian Personnel Management System (CPMS) XXI departs from traditional personnel policies and practices that are historically slow and difficult to change. Two major thrusts of CPMS XXI are the Strategic Army Workforce (SAW) and legislative reform. Automated systems that will replace interim and legacy systems to provide a means of forecasting SAW requirements. The SAW will consist of cohort civilians centrally acquired, retained, and managed as future leaders for the Objective Force. A defining element of the SAW will be mandated mobility, resourced by a type of Trainees, Transients, Holders and Students (TTHS) account. Legislative changes, will address on-the-spot hiring and broad pay banding, essential to rapidly obtain the civilian force of the future.

### **Civilian Leader Development**

Recognizing that Army Transformation requires not only adaptive military leaders but also adaptive civilian leaders, the Army Chief of Staff directed that studies by the Army Training and Leader Development Panel should include Army

civilian issues. The civilian study is paralleling the military studies' methodology to insure compatibility of recommendations and to foster an integrated team approach to leader development.

### **Best Business Practices**

In support of the Secretary of the Army's affirmed intent to aggressively pursue and achieve best business practices, Army's civilian personnel community continually analyzes operational costs and effectiveness of its products and services in comparison to industry benchmarks. A marketing study to be completed by September 2002 should result in the redirection of recruiting toward high payoff methods to obtain the best and brightest candidates in technical fields critical to Transformation. Civilian recruitment innovations may include broad use of commercial internet job boards and employee referral bonuses. To compete with the largest private sector employers for the best talent, we must mount a sustained, aggressive recruitment campaign using the same kinds of marketing strategies that they use. As a key investment in the Army's future, we are pursuing a several-fold increase in the modest resources typically devoted to marketing Army civilian careers. A widely recognized, Army-developed system, known as the Civilian Productivity (CIVPRO) System, will provide data to define the future size of the civilian personnel processing functions. Two other Army systems established for workforce planning are the Civilian Forecasting System (CIVFORS) for projecting losses/required replacements and the Workforce Analysis Support System (WASS) for analyzing

---

requirements and tracking workforce trends. Consistent assessment, measurement and evaluation are the only way to insure smart adherence to the three pillars of the Army Vision: people, readiness and transformation.

## **On-Line Civilian Personnel Systems**

The Army is in the forefront of initiatives to create a fully automated civilian personnel support system that is web-based, real time and 24/7 accessible for Civilian Personnel Operations Centers (CPOC), Civilian Personnel Advisory Centers (CPAC) managers and employees. Some facets are DoD and Federal-wide in scope. In an effort to continue the full integration of civilians into the overall force, civilian data requirements are being identified and incorporated into the Integrated Total Army Personnel database (ITAPDB) described earlier. A critical step is to centralize information currently residing in 10 regional databases. In a continued thrust to streamline processes and provide more flexibility to managers, the Army's 180,000 civilian job descriptions will be reduced to no more than 15,000, which will be accessible online. A single portal for Army job applications will match job specialties and applicant skills and provide an applicant response system, standard Army-wide job kit, vacancy announcement builder, inventory based recruitment methodologies and electronic referral list. These reengineered job application processes are to be implemented April 2002. Another major initiative is to automate the Army's civilian performance management system, allowing for electronic submissions from

development of objectives to processing of all honorary and monetary awards through one medium. Army-wide implementation is scheduled for July 2002. The long-term goal is for all civilian personnel to have access to their Official Personnel Files online. To assist deploying civilians to better understand their benefits, entitlements and procedures while deployed, a civilian mobilization web page is being activated within the Civilian Personnel Online (CPOL) web site. Finally, the Army Benefits Center-Civilian, or ABC-C, now provides a full range of benefits and entitlements service to Army employees world wide through a centralized automated center.

## **Manning the Active Force**

Through FY 1999, the Active Army used a three-tiered readiness system that aligned units with a specific fill priority - one through three. At that time, 14 percent of the Army was designated as Fill Priority One (100 percent fill), and Fill Priority One did not include any of the Active Army's ten divisions. The Fill Priority One units included special operations, recruiting, nominative joint and DoD elements, and certain training activities. As a result, in September 1999 the average fill of the Active Army's divisions was 96 percent, with over two-thirds of the divisional force below 100 percent fill. In response, in October 1999, the Chief of Staff, Army (CSA) issued manning guidance that changed the personnel distribution paradigm for the Active Army. The CSA's goal was to fill all units to 100 percent at skill and grade over a four-year period from FY 2000 to FY 2003. From the onset, the DCSPER linked certain conditions (enablers) that

---

would have to be met before full manning would be achievable: re-engineer and reduce the size of the institutional (TDA) Army; continue meeting recruiting and retention missions; reduce the number and size of Army headquarters; reduce the Trainees, Transients, Holdees, and Students (TTHS) account; produce greater throughput from the training base; and grow the Active Army's end strength to a level sufficient to account for the disparity between force requirements and operating strength. This aggressive four-year manning plan focused the energy of the personnel community and forms an integral piece of Army Transformation.

## **The Active Army Four-Year Manning Plan**

The four-year phased manning plan called for the fill of Active Army divisions and armored cavalry regiments (ACR) to 100 percent by the end of FY 2000. In FY 2001, the plan called for 100 percent fill of the divisions, ACRs, and early deployers. In FY 2002, the plan was to fill the entire warfighting (TOE) Army to 100 percent, and in FY 2003 to fill the remainder of the Army to 100 percent. Setting these goals forced the personnel community to relook every aspect of manning the force, such as recruiting, retention, priority of fill, resourcing, attrition management, minimizing the size of the transient accounts, well-being, and any others that impacted success in reaching the CSA's manning goals. These manning goals gave birth to new programs such as the "Army of One" recruiting campaign, and various new incentive programs. To a large degree, the Army has been able to keep pace with the CSA's manning goals over the past two years, due in large part to the great success in meeting the

recruiting and retention missions. However, progress in the remaining enablers has been slow. This lack of progressive action across the remaining spectrum of enablers dictated that prudent adjustments to the manning plan were in order.

For FY 2000, the Army met its goal of manning the Active Army's 10 divisions and 2 ACRs to 100 percent in the aggregate with a fill level of 94 percent by skill and grade. The CSA Manning Guidance for FY 2001 added early deployers to the 100 percent manning goal. In November 2000, the early deployer list approved by the Army Deputy Chief of Staff for Operations (DCSOPS) contained 53,000 authorizations. However, based on subsequent DCSPER analysis, the Army determined that it could only man 34,000 authorizations from the early deployer list during FY 2001 without assuming considerable risk in the 100 percent manning of the divisions and the readiness of the non-prioritized force. By September 2001, the Army successfully met this goal by filling the early deployer units to 100 percent in the aggregate, with a 91 percent MOS and grade-band match.

The original CSA Manning Guidance for FY 2002 called for the Active Army to fill the remaining warfighting (TOE) force to 100 percent in the aggregate. DCSPER analysis indicated that since the Army was unable to make substantial progress on the key enabler actions that were critical to full manning, the Army could not meet the manning plan for FY 2002 without unacceptable risk to the remaining institutional Army. DCSPER analysis indicated the original plan would

---

double the projected number of Active Army non-mission capable units. Due to this risk, the Army modified its original plan for FY 2002. Instead of filling the remaining warfighting (TOE) force to 100 percent, the Army would move forward by filling the remaining 19,000 authorizations in the 53,000 early deployer list to 100 percent. The projected fill for the remaining non-priority units is 90 percent in the aggregate.

Through extensive analysis, the DCSPER also determined that achieving the final manning goal of all units at 100 percent would require an increase in end-strength of approximately 35,000 without any corresponding increase in force structure. Resolution of this, and the other key enablers, remains the primary challenge to achieving the goals of the original manning plan.

Force structure defines the job positions throughout the Army and thus is the major driver of the Army personnel systems. Force structure constantly changes based on the missions within the Army, and each force structure change creates new positions. Since time is needed to recruit, access, and train soldiers for these new positions, short notice force structure turbulence, especially in the year of execution, creates “friction” within the Army’s personnel systems. From a personnel standpoint, transforming the Army, which involves many short notice force structure changes, will create added friction as the Army strives to man the new force. Thus far, the Army has been very successful in manning a changing organization as evidenced by the first Interim Brigade Combat Team (IBCT) at Fort Lewis during FY 2001. This transformed unit was successfully

organized and manned to 100 percent in less than two years. However, due to the short lead-time before required stand-up of the unit, there was a significant impact on personnel turbulence and the readiness of other units. With additional lead-time, the Army expects greater success in manning the second IBCT in FY 2002. Additional future force structure changes for Transformation are programmed for FYs 2003-2006 and, at this time, the Army anticipates being able to grow the force needed to man these changes. The bills created for transformation from FY 2004 to 2006 equate to approximately 5,000 additional personnel authorizations.

## **Personnel Research and Development**

As the Army transforms to the Objective Force, the Army Research Institute for Behavioral and Social Sciences (ARI) is providing scientific studies that address several personnel issues including selection, classification, recruiting, and retention.

Methods and analytic tools to match the right person with the right job are products of personnel and manpower research. Better behavioral constructs are being developed to measure the adaptability and motivation of Soldiers. These Soldier characteristics will be needed to deal with the increased technological requirements of the transformed Army. Also, in the Objective Force, NCOs will likely experience greater autonomy and responsibility. ARI is developing a battery of psychological tests to improve the Soldier-job match, especially for NCOs assigned as first sergeants, drill sergeants, and recruiters.

---

In recruiting, ARI has performed research that links the diverse needs and aspirations of different types of potential recruits with approaches to influence their individual career choices. ARI has developed a longitudinal model of occupational choice that encompasses not only the initial recruiting decision, but also factors associated with retention. This model will also accommodate the changing conditions in the Army.

## **Payoff to the Army**

Small improvements in selection and classification accuracy produce large gains in training effectiveness and job performance. For example, an improvement of four percent in job selection accuracy is estimated to result in cost avoidance and performance gain worth \$50 million annually. A very significant benefit of improved selection and classification is reduced personnel attrition. Realizing that a second person must be recruited and trained for every Soldier lost, even the most modest reduction of only one percent in attrition rate saves the Army nearly \$8 million annually. In summary, more precisely developed recruiting, selection, classification, and retention “tools,” coupled with better understanding of command climate, organizational change and family support factors significantly contributes to a transformed Army suited to the requirements of the Objective Force.

## **MANPRINT Program**

Tomorrow's battlefield will be a complex environment, filled with new equipment and technologies. Real battlefield

effectiveness results from a good match between the people who operate and maintain the equipment and the equipment itself. General Shinseki recognized this relationship when he wrote, “The Soldier remains the centerpiece of our formation.”

At the heart of the Army Vision are well-trained Soldiers, using state-of-the-art equipment to win wars. The Army's program to ensure that Soldier issues are key considerations in system design, development, and acquisition is called MANPRINT.

The objectives of MANPRINT are to:

- Optimize both the quantity and quality of the personnel needed for systems,
- Design systems that are easily useable by Soldiers, are safe to operate, cause no unnecessary health problems, and maximize Soldier survivability, and
- Identify training so that it is appropriate for the capabilities of the Soldier and the conditions under which the equipment will be used.

## **MANPRINT's Role in Army Transformation**

New materiel systems for the Objective Force must not only meet performance requirements, but also meet standards of personnel affordability. If future Army systems need too many operators and maintainers, with too highly specialized skills, where the training is too long and expensive, the Army will have failed in its Transformation. The MANPRINT Program addresses these concerns.

---

New, advanced technologies will require Soldiers with new skills. The accelerated Transformation schedule requires that preliminary design decisions, made early in the acquisition cycle, be quickly and effectively evaluated by the MANPRINT community. If design errors are not detected and corrected early in the acquisition cycle, adverse consequences and costs will increase over the life-cycle of the system. To improve design decisions, MANPRINT must continually keep project managers up-to-date on new information and MANPRINT guidance. Therefore, the heart of the MANPRINT process is its outreach to program managers and contractors. With education, program managers better understand the MANPRINT process and how MANPRINT contributes to reduced life cycle costs, optimizes total system performance, and enables warfighters to win on the battlefield.

### **MANPRINT's Strategic Value to the Army**

The development of the Comanche helicopter serves as an example of how MANPRINT improves system performance and reduces overall life-cycle costs. Analysis of MANPRINT issues showed a projected cost avoidance of \$3.29 billion over the life cycle of the Comanche.

The savings will result from major design influences in most of the Comanche's systems. For instance, the Comanche is designed for easy maintenance. A portable, intelligent maintenance aid contributes to speedy fault identification and a reduced false parts replacement rate. Accessibility has been eased for most major components, and the engine

maintenance tool set was reduced from the typical 100 plus tools to only six. These design features and others reduce the number of maintenance personnel, decrease the cost of maintenance and parts, and greatly improve system availability. Consequently, fewer units are required to accomplish missions. Application of MANPRINT should also prevent a projected 91 fatalities and a significant number of disabling injuries. The Comanche program was the first significant program in which MANPRINT principals were incorporated from the beginning.

The MANPRINT process employs task and functional analyses and modeling to best determine personnel efficiency in operating and maintaining systems. The analyses, matched with the relevant personnel attributes and well-planned training, yield lower manpower requirements per system. Because early design decisions are so critical to life cycle costs, MANPRINT must be employed early in a system's developmental cycle to maximize out-year operational and support savings. The continual improvement in MANPRINT techniques and tools relies on adequate funding of additional Soldier-oriented research and development.

### **Army Development System XXI (ADS XXI) Task Force**

ADS XXI is a key modernization enabler supporting Army transformation and emerging concepts through the systems update process. The genesis of the ADS XXI study was a recommendation in the Manning Task Force final report that Chief of Staff, Army (CSA) chartered in

---

early 1999 to develop his “Manning the Force” initiative. The Army Development System consists of Officer, Warrant Officer, Enlisted, and Civilian personnel management subsystems. The Officer Personnel Management System (OPMS XXI) was previously evaluated during the 1995-1997 timeframe and the transition continues today, focusing on intermediate level education for field grade officers. A review of civilian training and leader development is in progress. ADS XXI Task Force concentrated on modernizing and transforming the Warrant Officer and Enlisted Personnel Management Systems. The CSA approved 23 initiatives from the year-long study, encompassing 52 discrete recommendations that refine important portions of leader development and personnel management subsystems. These 23 initiatives share two common characteristics: (1) they enhance the ability of our personnel management systems to support the Army’s Personnel Transformation by ensuring the eight personnel life cycle functions are efficient and flexible during the Army’s transformation to the Objective Force; and (2) they allow for the inevitable personnel management system adjustments that will be generated as the Army’s personnel needs evolve during the transformation. Technical training for warrant officers will be modularized and relevant to the gaining unit’s equipment or systems. The multi-skilled Soldier concept, the cornerstone of enlisted MOS optimization, revolutionizes a broader way of using Soldiers with specialization occurring at the unit, based on function and supported by assignment-oriented training. Assignment-oriented training will allow the Army to keep pace with rapidly

changing technology as the Army moves closer to the Objective Force.

## **Army Well-Being**

The Chief of Staff’s Well-Being initiative, solidified in June 1999, will help support Army Transformation by improving Soldier performance, readiness, recruiting and retention. Well-being is defined as the personal state—physical, material, mental, and spiritual— of Soldiers (Active, Reserve, Guard, Retirees, Veterans), civilians, and their families that contributes to their preparedness to perform and support the Army’s mission. The goal is self-reliant Soldiers, civilians, and families, contributing to the Army team. Well-Being programs contribute to Army strength by producing self-reliant individuals who are able to focus on the mission (thus supporting readiness), knowing that their personal lives are in balance and their needs are being met. This in turn creates a strong bond between individuals and the Army directly affecting retention and recruiting.

The inherent responsibility for Well-Being is shared between individuals and leaders. Ultimately, individuals decide how best to ensure their own Well-Being and that of their families. However, the Army should provide an opportunity for individuals in the Army to attain the sense of Well-Being they desire. Well-Being is actually a “condition” resulting from a system of individual programs. As such, Army Well-Being represents the Army’s coordinated efforts to integrate policies, programs, and issues into a holistic and systematic framework that supports mission preparedness as well as individual aspirations.



Well-Being programs and the integrity of the institutional strength of the Army.

Army Well-Being in itself is not a separate and distinct program. Rather it is an effort to synchronize and coordinate the approach to planning and programming existing Well-Being programs. During this analysis, it may be determined certain programs are under funded or do not provide sufficient support to the various constituents. If so, recommended corrective actions will be presented to senior leadership for

analysis. The Well-Being Strategic Plan and the Campaign Plan have already been approved and published. This year, the Well-Being Action Plan and the Well-Being Status Report should be finalized and implemented. The Status Report will provide the framework for development of standards, metrics and reporting procedures in order to analyze the effectiveness and appropriate funding levels of Well-Being programs and actions identified within the Well-Being Action Plan.

During FY 2002 the Well-Being program will focus on three major initiatives: (1) finalize the detailed Well-Being Action Plan; (2) develop the prototype Well-Being Status Report, to include linkages to the Strategic Readiness Reporting System; (3) develop, test and implement Well-Being at installation and community levels.

The end state of Well-Being initiatives is an integrated system of Well-Being Programs that does the following:

There are five strategic goals for Well-Being:

Goal 1. Implement a comprehensive strategy that integrates Well-Being initiatives, programs, and resources to meet the well-being needs of the Army.

Goal 2. Provide a competitive standard of living for all Soldiers, civilians, and their families.

Goal 3. Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging among Soldiers, civilians, and their families.

Goal 4. Provide an environment that allows Soldiers, civilians, and their families to enrich their personal lives by achieving their individual aspirations.

Goal 5. Ensure leadership that maximizes the positive, combined effect of intangibles on the outcomes of Army

- 
- Recognizes the Army must foster individual self-reliance and meet the personal needs and aspirations of its people.
  - Is designed and resourced to successfully account for the dynamic nature of the Army's operational challenges and America's societal changes.
  - Maximizes outcomes such as performance, readiness, retention, and recruiting.
  - Contributes to an institutional strength that enables the Army to accomplish its full spectrum mission.

## Conclusion

The Army must continue to man the force with exceptional Soldiers and civilians,

sustain the force with efficient and effective management systems, ensure the human dimension is considered in the development of new systems and equipment, and continually monitor and ensure the well-being of all members of the Army family. First and foremost, the Army must support commanders in the field with personnel systems and information that enhance warfighting capability and agility. Complete success in transforming the Army to the Objective Force will only be achieved by taking care of the Army's most valuable asset—its people. The initiatives of the personnel community target the Army needs from a broad, holistic perspective, and remain focused on “boots on the ground” to achieve the Army's mission.